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17 January 1947

CENTRAL INTELLIGENCE GROUP

INDOCTRINATION OF FOREIGN SERVICE INTELLIGENCE PERSONNEL

OPERATIONS MEMORANDUM

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1 In order that foreign service intelligence personnel of the military agencies represented on the IAB may become familiar with the organization, purposes and effort of CIG, particularly as it concerns the area to which they are assigned, all Military, Naval and Air Attaches and their assistants will, as agreed by the War and Navy Departments, be processed prior to their departure for foreign station by CIG in accordance with the procedure below.

2. Personnel of the above classes will be considered in two categories:

a. General Officers, Flag Officers (Category "A" Personnel).

b. All others (Category "B" Personnel).

3. Category "A" Personnel.

a. War and Navy Departments will notify the Chief of Presentation Division, ORE, at least one week prior to the date of desired briefing of each individual in the above classes giving the following information: Name, rank, title, expected date of departure and the office to which he has been appointed.

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b. The Chief of the Presentation Division will determine in each case the wishes of the Director through the Deputy Director as to personal interview with the individual and establish a tentative time and date therefor.

c. By mutual agreement with the department concerned, determine and establish the time of interview.

d. The Chief of the Presentation Division, ORE, will determine what further intelligence briefing, beyond that arranged for in c above, is desired and make the necessary arrangements

therefor.

c. An officer of CIG shall be detailed by the Chief of the Presentation Division, ORE, in each case to act as personal aide during the individual's visit to CIG.

4. Category "B" Personnel.

a. Each department shall notify the Chief of the Presentation Division one week prior to the desired time of briefing of each individual giving the same information as in 3 a above.

b. Formal briefings shall be held monthly, or oftener if required, beginning at 1330 and continuing not later than 1700.

c. Dates for briefings will be arranged by the Chief of the Presentation Division by mutual arrangement with the Departments concerned.

d. Briefings will be held in Room 117, Central Building, 2430 E Street, N.W., and shall consist of the following:

(1) 1330 - 1420 -- Explanation of CIG organization and functions. (Responsible officer, Advisor on Organization and Management, ICAPS).

(2) 1430 - 1500 -- Discussion of collection plans, procedures and policies as established by CIG, and the intended functioning thereof in the field (Responsible office, OCD).

(3) 1515 - 1700 -- Discussion of the intelligence problems in the areas of assignment, conducted by the appropriate Branch Chiefs, ORE. (Responsible office, ORE). This discussion shall be held under the supervision of the Chief of the Presentation Division, assisted by the appropriate regional branch chiefs and functional specialists.

5. Each individual briefed in accordance with the foregoing procedures should be impressed with:

- a. The overall responsibilities of CIG.
- b. The effort of CIG to make intelligence collection a coordinated team operation, which will serve the departments and the national security with equal effectiveness.
- c. CIG's interest and requirements in the area concerned.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:



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SHEPHERD EDWARDS
Colonel, F. A.
Assistant Executive Director

17 January 1947

CENTRAL INTELLIGENCE GROUPLIAISON CONTACTS OF THE CENTRAL INTELLIGENCE GROUP
WITH THE INTELLIGENCE ADVISORY BOARDOPERATIONS MEMORANDUM [REDACTED]

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1. Reference is made to Operations Memorandum [REDACTED] outlining the responsibilities of ICAPS for the establishment of liaison contacts of CIG with other agencies of the government.

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2. In the implementation of Operations Memorandum [REDACTED] the following guiding principles will obtain in the authorization of specific points of contact with departments and agencies represented on the IAB. Operations Memorandum [REDACTED] to follow, will include liaison arrangements with other agencies of the government.

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a. Principles stated in Operations Memorandum [REDACTED]

b. Liaison contacts must be based upon the functional structure of CIG as a whole and must be confined to matters that are clearly included in the functions of each CIG office. Contacts regarding matters which while of admitted interest to an office, but yet fall into the functional province of another CIG office must be so referred to the latter office for the appropriate liaison and action.

c. No restrictions are placed upon the liaison contacts effected by Assistant Directors and Staff Chiefs or their deputies within their own fields as outlined in b above.

d. No restrictions are placed upon liaison by members of ICAPS with the particular departments from which they were assigned to the CIG.

e. The principles and specific contacts herein mentioned apply to intelligence matters only and do not restrict nor concern administrative liaison between the Office of the Executive for Personnel and Administration and corresponding activities of other agencies.

f. Reference paragraph 3 a (1), Operations Memorandum [] liaison contacts for the Office of Special Operations will be arranged with the intelligence agencies by the Assistant Director for Special Operations.

g. Formal liaison contact between offices of the CIG and offices of the intelligence agencies is not permitted below the level of Branch Chiefs of CIG and the parallel or closely related chiefs in the agencies.

h. Operational contact at the working levels below Branch Chiefs should be kept to the minimum necessary to meet specific or continuing projects. Such operational contact will be established by direct negotiation of CIG Branch Chiefs with Branch Chiefs or designated individuals of the intelligence agencies concerned. Confirmation by CIG Branch Chiefs in writing, stating name of person, purpose of contact and the agency office or person to whom such contact is authorized will be required for all continuing operational contacts. These operational contacts are not considered formal liaison, and personnel so engaged are not authorized to make commitments on behalf of CIG regarding policies, programs or projects.

i. Assistant Directors will make monthly reports to ICAPS on the first of each month of the names and duties of persons in their offices and branches engaged in continuing operational contact with each agency to show purpose of contact and with what particular office or person.

j. Nothing in this memorandum is intended to restrict the liaison or contact approaches to CIG originating in an agency. In such cases, CIG personnel should, when appropriate and practicable, refer the agency representative to the proper CIG


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official charged with liaison contacts on the particular subject, provided always that the inquirer understands the procedure and that unnecessary delay will not result. If out-of-channel liaison appears necessary, pertinent CIG officials shall be so informed.

k. Nothing in this memorandum is intended to restrict, on purely informal matters, personal contact or telephone conversations between "opposite numbers." It will be clearly understood, however, that such informal conversations are not considered binding unless confirmed through properly authorized liaison contact.

3. The permanent liaison arrangements on the Branch Chief level are authorized herewith as shown in Tab A. When further arrangements or additions or deletions are desired, notification thereof will be made by CIG Assistant Directors to ICAPS, who upon approval thereof will publish the necessary supplement to this memorandum.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:


SHEPHERD EDWARDS
Colonel, F.A.
Assistant Executive Director

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1 Enclosure:
Tab "A"

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CIG Staff and Branch Chiefs	: Authorized Liaison Con- : tacts in State Dept.	: Authorized Liaison Con- : tacts in Intelligence : Division, WDGS	: Authorized Liaison Con- : tacts in ONI	: Authorized Liaison Con- : tacts with AC/AS-2
<u>Office of Collection and Dissemination</u>	: Asst. Spec. Asst. Re- : search and Int. (SA-L) : Director & Deputy OCD	: Chief & Deputy Chief, : Int. Gp. : Branch Chiefs, Int. Gp.	: Spec. Asst. to Deputy : ONI	: Chief, Air Int. Require- : ments Div.
a. Chiefs - Requirements Br.	: Div. Chiefs, OCD	: Chief, Plans & Col. Unit	: Asst. Chief, Foreign Br.	: Chief, Collection Br.
b. Collection Br.	: Director & Deputy OCL	: Int. Gp.	: Chief, Tech Int. Center	: Chief, Library Br.
c. Dissemination Br.	: Div. Chiefs, OCL	: Branch Chiefs Plans & : Col. Unit, Int. Gp.	: Chief, Graphic Section : and Maps	
	: Director, Office of : Controls (CON)	: Chief & Executive, Secur- : ity Gp.	: Chief, Collection & : Dissemination Gp.	
	: Div. Chief, FC	: Executive for Planning	: Asst. Chief, Operational : Int. Br.	
	: Div. Chief, DC of ODA	: Executive for Personnel : and Administration	: Asst. Chief, Admin. Br.	
<u>Office of Reports & Esti- mates</u>	: Deputy Spec. Asst. Re- : search and Int. (SA-L) : Director & Deputy OCL	: Chief and Deputy Chief, : Int. Gp. : Executive for Planning	: Asst. Chief, Foreign Br. : Chief Research and Re- : ports Gp.	: Chief, Air Int. Require- : ments Div.
a. Chief, Executive Staff	: Div. Chiefs, OCL	: Executive for Personnel : and Administration	: Asst. Chief, Admin. Br.	: IAB personal rep. per
b. Chief, Planning Staff (arranges opns. con- tacts between geo- graphic and func- tional branches of CIG and each agency)	: Director & Deputy OCD : IAB personal rep. per : CIG 16/1	: IAB personal rep. per : [redacted]	: IAB personal rep. per : [redacted]	: [redacted]
c. Chief, Int. Staff	: Chiefs of Research Di- : visions of Geograph- : ic Offices			
<u>Office of Operations</u>	: Deputy Director, OCL : Deputy Director, OCD	: Deputy Chief, Int. Gp. : Chief, Plans & Col. Unit	: Asst. Chief, Foreign Br. : Asst. Chief, Domestic Br.	: Chief, Air Int. Require- : ments Div.
a. Chief, FBIB		: Chief, Exploitation Br.		
b. Chief, Contact Br.		: Int. Gp.		
c. Chief, Documents Br.				

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~~ADMINISTRATIVE INSTRUCTION~~
~~OPERATIONS MEMORANDUM~~

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c. The principles and specific contacts herein mentioned apply to intelligence matters only and do not restrict nor concern administrative liaison between the Office of the Executive for Personnel and Administration and corresponding activities of other agencies.

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f. Reference paragraph 3 a (1), Operations

[] liaison contacts for the Office of Special Operations will be arranged with the intelligence agencies by the Assistant Director for Special Operations.

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g. Formal liaison contact between offices of the CIG and offices of the intelligence agencies is not permitted below the level of Branch Chiefs of CIG and the parallel or closely related chiefs in the agencies.

h. Operational contact at the working levels below Branch Chiefs should be kept to the minimum necessary to meet specific or continuing projects. Such operational contact will be established by direct negotiation of CIG Branch Chiefs with Branch Chiefs or designated individuals of the intelligence agencies concerned. Confirmation by CIG Branch Chiefs in writing, stating name of person, purpose of contact and the agency office or person to whom such contact is authorized will be required for all continuing operational contacts. These operational contacts are not considered formal liaison, and personnel so engaged are not authorized to make commitments on behalf of CIG regarding policies, programs or projects.

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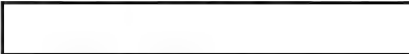
official charged with liaison contacts on the particular subject, provided always that the inquirer understands the procedure and that unnecessary delay will not result. If out-of-channel liaison appears necessary, pertinent CIG officials shall be so informed.

k. Nothing in this memorandum is intended to restrict, on purely informal matters, personal contact or telephone conversations between "opposite numbers." It will be clearly understood, however, that such informal conversations are not considered binding unless confirmed through properly authorized liaison contact.

3. The permanent liaison arrangements on the Branch Chief level are authorized herewith as shown in Tab A. When further arrangements or additions or deletions are desired, notification thereof will be made by CIG Assistant Directors to ICAPS, who upon approval thereof will publish the necessary supplement to this memorandum.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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SHEPHERD EDWARDS
Colonel, F.A.
Assistant Executive Director

1 Enclosure:
Tab "A"

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Office of Collection and Dissemination	: Asst. Spec. Asst. Re- : search and Int. (SA-L) : Director & Deputy OCL	: Chief & Deputy Chief, : Int. Gp. : Branch Chiefs, Int. Gp.	: Spec. Asst. to Deputy : ONI : Asst. Chief, Foreign Br.	: Chief, Air Int. Require- : ments Div.
a. Chiefs - Requirements Br.	: Div. Chiefs, OCL	: Chief, Plans & Col. Unit	: Chief, Tech Int. Center	: Chief, Collection Br.
b. Collection Br.	: Director & Deputy OCL	: Int. Gp.	: Chief, Graphic Section	: Chief, Library Br.
c. Dissemination Br.	: Div. Chiefs, OCL	: Branch Chiefs Plans & : Col. Unit, Int. Gp.	: and Maps	
d. Security Branch	: Director, Office of : Controls (CON) : Div. Chief, FC : Div. Chief, DC of ODA	: Chief & Executive, Secur- : ity Gp. : Executive for Planning : Executive for Personnel : and Administration	: Chief, Collection & : Dissemination Gp. : Asst. Chief, Operational : Int. Br. : Asst. Chief, Admin. Br.	
Office of Reports & Esti- mates	: Deputy Spec. Asst. Re- : search and Int. (SA-L) : Director & Deputy OCL	: Chief and Deputy Chief, : Int. Gp. : Executive for Planning : Executive for Personnel : and Administration	: Asst. Chief, Foreign Br. : Chief Research and Re- : ports Gp. : Asst. Chief, Admin. Br. : IAB personal rep. per	: Chief, Air Int. Require- : ments Div. : IAB personal rep. per
a. Chief, Executive Staff	: Div. Chiefs, OCL	: IAB personal rep. per		
b. Chief, Planning Staff (arranges opns. con- tacts between geo- graphic and func- tional branches of CIG and each agency)	: Director & Deputy OCL : IAB personal rep. per : [redacted] : Chiefs of Research Di- : visions of Geograph- : ic Offices	: [redacted]	: [redacted]	
c. Chief, Int. Staff				
Office of Operations	: Deputy Director, OCL : Deputy Director, OCL	: Deputy Chief, Int. Gp. : Chief, Plans & Col. Unit : Chief, Exploitation Br. : Int. Gp.	: Asst. Chief, Foreign Br. : Asst. Chief, Domestic Br.	: Chief, Air Int. Require- : ments Div.
a. Chief, FEIB				
b. Chief, Contact Br.				
c. Chief, Documents Br.				

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COPY NO. 74

20 March 1947

CENTRAL INTELLIGENCE GROUP/AGENCY
LIAISON CONTACTS OF THE CENTRAL INTELLIGENCE GROUP
WITH THE INTELLIGENCE ADVISORY BOARD

ADMINISTRATIVE INSTRUCTION [REDACTED]

~~OPERATIONS MEMORANDUM~~ [REDACTED] ~~ATTACHMENT 19-1~~

1. Tab "A", Operations Memorandum [REDACTED] Subject: "Liaison

Contacts of the Central Intelligence Group with the Intelligence Advisory Board", dated 17 January 1947, is amended as follows:

In Column 1, under "Office of Collection and Dissemination", add: "d. Security Branch".

2. All copies of Tab "A", Operations Memorandum [REDACTED] should be changed accordingly.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED]
SHEFFIELD EDWARDS

Colonel, F.A.

Assistant Executive Director

RENUMBERED PER CIA GENERAL ORDER [REDACTED] AND INTEGRATED WITH OPERATIONS MEMO

(410)

SECRETCENTRAL INTELLIGENCE AGENCY
Washington, D. C.

17 December

ADMINISTRATIVE INSTRUCTION
NO.

SUBJECT: Operational Liaison

RESCISSIONS:	Administrative Instruction		dated 5 August 1946
	Administrative Instruction		dated 17 January 1947
	Administrative Instruction		dated 20 March 1947
	Administrative Instruction		dated 22 January 1947
	Administrative Instruction		dated 3 April 1947
	Administrative Instruction		dated 12 May 1947
	Administrative Instruction		dated 20 August 1947

1. To clarify and regularize the operational liaison from and into the Central Intelligence Agency, the following procedures and channels are set forth. No other channels are authorized.

2. Operational liaison is based upon the functional structure of CIA and will be confined to matters clearly within the jurisdiction of the office concerned. The CIA Management Officer may be called upon to aid in questions of functional jurisdiction.

3. Individuals conducting operational liaison will not commit the CIA on any matter of policy unless properly authorized.

4. Definitions:

a. Operational liaison is that association on intelligence matters, with individuals in other government agencies necessary for the effective carrying out of the responsibilities of this Agency.

b. Operational liaison is differentiated from contact in that contacts are made with individuals other than those in governmental agencies. (NSCID No. 7.)

5. The Assistant Director for Collection and Dissemination is responsible for the administration of operational liaison. He will:

a. Arrange for all initial introductions of CIA persons authorized to conduct operational liaison with IAC agencies:

b. Arrange for all initial and spot introductions of CIA persons authorized to conduct operational liaison with non-IAC government agencies. After this introductory contact with the non-IAC official, CIA persons may discuss information with other agency personnel as authorized by the non-IAC official, provided CIA classified information is not divulged without CIA authorization.

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c. Arrange for all initial and spot introductions of persons representing other government agencies who are authorized by CIA, and their parent agency, to conduct operational liaison with CIA.

d. Assure appropriate security actions and measures in all cases of operational liaison.

e. Operate an information and registry service on all matters of operational liaison. The functions of this service will include a facility for the finding of the individual (s) desired for liaison contact both within and outside of the CIA.

f. Notify other government agencies of the established measures for the control of operational liaison.

6. Continuing operational liaison, once established, need not be coordinated with the Office of Collection and Dissemination. OCD will be informed of personnel changes within or outside CIA which affect operational liaison contacts. When CIA personnel are involved in intelligence conferences in IAC agencies, persons not known to the CIA employee as authorized liaison contacts should be vouched for by the authorized representative of the agency concerned.

7. The Office of the Director will conduct all liaison with the White House and the National Security Council.

8. ICAPS will arrange for or conduct operational liaison with the National Security Council Staff.

9. When matters of operational liaison with the IAC agencies cannot be arranged through established channels, the services of ICAPS will be employed.

10. The General Counsel will arrange for or conduct operational liaison with the Legislative Branch of the Government.

11. The Advisory Council will arrange for or conduct operational liaison in connection with its functions.

12. The Offices of Special Operations and Policy Coordination are exempt from the provisions of this directive excepting those set forth in paragraphs 7, 8, 10 and 11. However, these offices may utilize the information and services of OCD as provided herein, should it appear that any operational advantage would thereby be served.

13. The Foreign Broadcast Information Branch, OO, is authorized to conduct such informal operational liaison with the agencies serviced by that Branch, as is necessary for the proper conduct of business, without reference to OCD. OCD will be notified of the procedures to be followed.

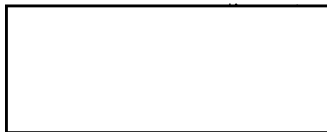
14. Each Assistant Director and Agency Staff Chief will appoint a Liaison Control Officer and necessary assistants who will perform the appropriate coordination between his office and the designated representa-

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tives in OCD. This coordination will include the transmission to OCD of lists of persons authorized to conduct operational liaison, and changes thereto.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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Captain, USN
Executive Director

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CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

17 December 1948

ADMINISTRATIVE INSTRUCTION
NO. [REDACTED]

SUBJECT: Operational Liaison

RESCISSIONS:	Administrative Instruction	[REDACTED]	dated 5 August 1946
	Administrative Instruction	[REDACTED]	dated 17 January 1947
	Administrative Instruction	[REDACTED]	dated 20 March 1947
	Administrative Instruction	[REDACTED]	dated 22 January 1947
	Administrative Instruction	[REDACTED]	dated 3 April 1947
	Administrative Instruction	[REDACTED]	dated 12 May 1947
	Administrative Instruction	[REDACTED]	dated 20 August 1947

1. To clarify and regularize the operational liaison from and into the Central Intelligence Agency, the following procedures and channels are set forth. No other channels are authorized.

2. Operational liaison is based upon the functional structure of CIA and will be confined to matters clearly within the jurisdiction of the office concerned. The CIA Management Officer may be called upon to aid in questions of functional jurisdiction.

3. Individuals conducting operational liaison will not commit the CIA on any matter of policy unless properly authorized.

4. Definitions:

a. Operational liaison is that association on intelligence matters, with individuals in other government agencies necessary for the effective carrying out of the responsibilities of this Agency.

b. Operational liaison is differentiated from contact in that contacts are made with individuals other than those in governmental agencies. (NSCID No. 7.)

5. The Assistant Director for Collection and Dissemination is responsible for the administration of operational liaison. He will:

a. Arrange for all initial introductions of CIA persons authorized to conduct operational liaison with IAC agencies.

b. Arrange for all initial and spot introductions of CIA persons authorized to conduct operational liaison with non-IAC government agencies. After this introductory contact with the non-IAC official, CIA persons may discuss information with other agency personnel as authorized by the non-IAC official, provided CIA classified information is not divulged without CIA authorization.

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c. Arrange for all initial and spot introductions of persons representing other government agencies who are authorized by CIA, and their parent agency, to conduct operational liaison with CIA.

d. Assure appropriate security actions and measures in all cases of operational liaison.

e. Operate an information and registry service on all matters of operational liaison. The functions of this service will include a facility for the finding of the individual (s) desired for liaison contact both within and outside of the CIA.

f. Notify other government agencies of the established measures for the control of operational liaison.

6. Continuing operational liaison, once established, need not be coordinated with the Office of Collection and Dissemination. OCD will be informed of personnel changes within or outside CIA which affect operational liaison contacts. When CIA personnel are involved in intelligence conferences in IAC agencies, persons not known to the CIA employee as authorized liaison contacts should be vouched for by the authorized representative of the agency concerned.

7. The Office of the Director will conduct all liaison with the White House and the National Security Council.

8. ICAPS will arrange for or conduct operational liaison with the National Security Council Staff.

9. When matters of operational liaison with the IAC agencies cannot be arranged through established channels, the services of ICAPS will be employed.

10. The General Counsel will arrange for or conduct operational liaison with the Legislative Branch of the Government.

11. The Advisory Council will arrange for or conduct operational liaison in connection with its functions.

12. The Offices of Special Operations and Policy Coordination are exempt from the provisions of this directive excepting those set forth in paragraphs 7, 8, 10 and 11. However, these offices may utilize the information and services of OCD as provided herein, should it appear that any operational advantage would thereby be served.

13. The Foreign Broadcast Information Branch, OO, is authorized to conduct such informal operational liaison with the agencies serviced by that Branch, as is necessary for the proper conduct of business, without reference to OCD. OCD will be notified of the procedures to be followed.

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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE;

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Captain, USN
Executive Director

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STANDARD FORM NO. 64

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Office Memorandum • UNITED STATES GOVERNMENT

25X1

TO : Executive Director

DATE: 7 December 1948

FROM : Executive for A&M

SUBJECT: Operational Liaison

1. Attached are--

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a. Final draft of proposed new Administrative Instruction to replace the seven administrative instructions now in effect on this subject, and to clarify currently vague policies in connection therewith.

b. Signed concurrences of each office concerned except the Office of Special Operations.

c. Non-concurrence of the Office of Special Operations.

2. Paragraph 12 has been rewritten as recommended by the Office of Special Operations except that the exemption from paragraph 8 of the new instruction has not been included.

3. If it is the desire of the Director that the Office of Special Operations maintain direct liaison with the National Security Council staff without reference to ICAPS or the office of the Director, this exception will be removed from the general exemption given to SO in the draft. In such case, information is requested as to whether similar exemption from this specific exception is desired to be extended to the Office of Policy Coordination.

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3 Encls. (See par 1)

annexed 12/15/48

OSO withdrew objection

15 Dec 48

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D. AT - 7 December 1948

17 December 1948

ADMINISTRATIVE INSTRUCTION
NO.

25X1

SUBJECT: Operational Liaison

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RESCISSIONS:	Administrative Instruction		dated 5 August 1946
	Administrative Instruction		dated 17 January 1947
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	Administrative Instruction		dated 22 January 1947
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	Administrative Instruction		dated 20 August 1947

1. To clarify and regularize the operational liaison from and into the Central Intelligence Agency, the following procedures and channels are set forth. No other channels are authorized.

2. Operational liaison is based upon the functional structure of CIA and will be confined to matters clearly within the jurisdiction of the office concerned. The CIA Management Officer may be called upon to aid in questions of functional jurisdiction.

3. Individuals conducting operational liaison will not commit the CIA on any matter of policy unless properly authorized.

4. Definitions:

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c. Arrange for all initial and spot introductions of persons representing other government agencies who are authorized by CIA, and their parent agency, to conduct operational liaison with CIA.

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e. Operate an information and registry service on all matters of operational liaison. The functions of this service will include a facility for the finding of the individual(s) desired for liaison contact both within and outside of the CIA.

f. Notify other government agencies of the established measures for the control of operational liaison.

6. Continuing operational liaison, once established, need not be coordinated with the Office of Collection and Dissemination. OCD will be informed of personnel changes within or outside CIA which affect operational liaison contacts. When CIA personnel are involved in intelligence conferences in IAC agencies, persons not known to the CIA employee as authorized liaison contacts should be vouched for by the authorized representative of the agency concerned.

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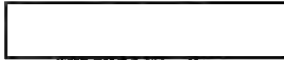
11. The Advisory Council will arrange for or conduct operational liaison in connection with its functions.

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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:


Executive for
Administration and Management

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CONCURRENCES: Draft, Administrative Instruction
 Subj: Operational Liaison, dated 22 November 1948

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Asst. Director for
Operations

Asst. Director for
Special Operations

Asst. Director for
Policy Coordination *by*

Asst. Director for
Reports and Estimates

Asst. Director for
Collection and Dissemination

Executive for Inspection
and Security

Chief, ICAPS

General Counsel

Chief, Advisory Council

Executive for Administration
and Management

29 Nov 48

(date)

Dec 2 1948

(date)

30 Nov 48

(date)

26 Nov '48

(date)

26 November '48

(date)

1 Dec 48

(date)

7 Dec 48

(date)

1 Dec 48

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2 Dec 48

(date)

23 Nov '48

(date)

* Except for para 11 which I do not fully understand.

- EJS

(Explained
satisfactorily)Wes
7 Dec**SECRET**

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2 December 1948

MEMORANDUM FOR THE EXECUTIVE FOR ADMINISTRATION AND MANAGEMENT

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1. This office has received a proposed copy of an Administrative Instruction to be numbered subject: "Operational Liaison."

2. It is satisfactory with the following exception:

Paragraph 12 is quoted:

"The Offices of Special Operations and Policy Coordination are exempt from the provision of this directive to the extent determined by them to be essential for the security of their operations. This exemption does not apply to paragraphs 7, 8, 10 and 11. The information and registry services of OCD provided herein may be utilized by these offices to the extent desirable to avoid difficulties in liaison with other agencies."

3. This office sees no useful purpose to the latter half of the ~~last~~ sentence, i.e., "to the extent determined by them to be essential for the security of their operations." If this is a true statement of the intent to permit OSO and OPC to make their own determinations, it is superfluous verbiage. Merely exempting OSO and OPC will accomplish what is desired. The original proposed wording is bound to lead to ultimate representations that the extent these offices are "determining" is going beyond what is "essential for the security of their operations."

4. With respect to the exceptions made in the original document: "This exemption does not apply to paragraphs 7, 8, 10 and 11," it is felt that "8" should be omitted. This office has, occasionally, very sensitive operational liaison with the National Security Council staff, and it is not felt that it is either necessary or desirable to conduct this through or with the concurrence or arrangement of any middle men.

5. It is, therefore, recommended that paragraph 12 of the original text be rewritten as follows:

"The Offices of Special Operations and Policy Coordination are exempt from the provisions of this directive excepting those

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- 2 -

set forth in paragraphs 7, 10 and 11. However, these offices may utilize the information and services of OCD as provided herein, should it appear that any operational advantage would thereby be served."

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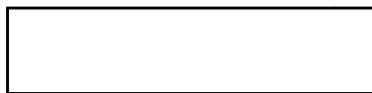


Acting Assistant Director
Special Operations

cc: Executive Director
Assistant Director, OPC

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Mr. Wiener
included the
NSC with
White House
under DCI
P7 P2

Rev 7126

Leaphorn

- ① + NSC — under DCI ←
- ② Although DSO + OPE do visit NSC other than

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add to See reverse for Return to [redacted]

ILLEGIB

When intelligence conferences are held in
 [redacted] IAC Agencies, the presence of individuals
 may be should be an authorized representative of
 the agencies concerned.

Definition of IAC agencies

Definition of IAC Agencies - Entire
 Dept - Do not put in writing

ILLEGIB

ILLEGIB

11. The ~~Assistant Directors~~ ^{offices of} Special Operations
 and ~~for~~ Policy Coordination are exempt from
 the provisions of this directive to the extent
 determined by them to be essential for
 the security of their operations. The
 [redacted] information and registry
 [redacted] services of OGD ^{provided herein} may be utilized
 by these offices to the extent desirable
 to avoid difficulties in liaison with other
 agencies.

When CIA personnel ~~attend~~ are involved in
conferences in FIC agencies, [redacted]

ILLEGIB

person not known to the
CIA employees as authorized liaison contact
should be reached for by ~~the~~ authorized
representative of the agency covered.

Executive Registry
0-1950

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Management
Further action
103
9 Nov

9 November 1948

MEMORANDUM TO: Executive for Administration and Management

SUBJECT: Operational Liaison

1. Herewith two drafts of an administrative instruction on Operational Liaison, submitted in connection with the meeting on the subject held 22 October 1948.

2. The draft headed [redacted] has the informal concurrence of OO and OCD.

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3. The other draft is not concurred in by OCD nor ICAPS and was written in ORE. In my opinion there are several faults in it.

[redacted]

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Colonel, GSC

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DRAFT - 1 November 1948

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ADMINISTRATIVE INSTRUCTION

No. [redacted]

SUBJECT: Operational Liaison

Revision

1. To clarify and regularize the operational liaison from and into the Central Intelligence Agency, the following procedures and channels are set forth. No other channels are authorized.
2. ^{Individuals conducting} Operational liaison ~~(below the level of Assistant Directors or Agency Staff Chiefs)~~ will not commit the CIA on any matter of policy unless properly authorized.

3. Definitions:

a. Operational liaison is that association on intelligence matters, with individuals in other government agencies necessary for the effective carrying out of the responsibilities of the Agency.

b. Operational liaison is differentiated from contact in ^{other than those in governmental agencies} that contacts are made with individuals ~~(in business concerns) or individuals in other non-governmental agencies (NSCID No. 7.)~~

4. The Assistant Director ^{for C & D operations} ~~OCD~~ is responsible for the administration of operational liaison. He will:

- a. Arrange for all initial introductions of CIA persons authorized to conduct operational liaison with IAC agencies.
- b. Arrange for all initial and spot introductions of CIA persons authorized to conduct operational liaison with non-IAC government agencies. *Incl #1*
- c. Arrange for all initial and spot introductions of persons representing other government agencies who are authorized by CIA, and their parent agency, to conduct operational liaison with CIA.

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d. Assure appropriate security actions and measures in all cases of operational liaison.

e. Operate an information and ~~X~~ registry ^{Service} ~~office~~ on all matters of operational liaison. The functions of ~~these offices~~ ^{this Service} will include a facility for the finding of the individual(s) ^{for liaison contact} desired both within and outside of the CIA.

f. Notify other government agencies of the established measures for the control of operational liaison.

5. Continuing operational liaison, once established, need not be coordinated with the Office of Collection and Dissemination. ^{OCD will be} ~~informed of personnel changes within or outside CIA which~~ ^{where} ~~personnel changes occur, these changes will be notified to and coordinated with the other agency or agencies by the Office of Collection and Dissemination as required by paragraphs 4a, b or c above.~~ ^{Inch #2}

6. The Office of the Director will conduct all liaison with the ^{White House} ~~President and his personal assistants~~ ^{or conduct}

7. ICAPS will arrange for all ^{or conduct} operational liaison with the National Security Council Staff.

8. When matters of operational liaison with the IAC agencies cannot be arranged through established channels, the services of ICAPS will be employed.

9. The General Counsel ^{will arrange} ~~is responsible for~~ ^{conduct} ~~arranging~~ for operational liaison with the Legislative Branch of the Government.

10. The Advisory Council will ^{arrange for and conduct} ~~continue its~~ operational liaison ^{in connection} with its functions.

^{Inch #3 for change} 11. Special arrangements, satisfactory to the Offices of Special Operations and Policy Coordination, will be worked out by those Offices and the Office of Collection and Dissemination.

12. The ^{Foreign Broadcast Information Branch} ~~is~~ of OO is authorized to conduct such informal operational liaison with the agencies serviced by that Branch, as is necessary for the proper conduct of business, without reference to OCD. OCD will be notified of the procedures to be followed.

13. ^{Exempt from AAM} ~~The~~ ^{is responsible for arranging for and} ~~conducting administrative liaison with other government agencies.~~

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14 15. Each Assistant Director and Agency Staff Chief will appoint a Liaison Control Officer and necessary assistants who will perform the appropriate coordination between his office and the designated representatives ⁱⁿ of OCD. This coordination will include the transmission *To* of lists of persons authorized to conduct operational liaison, and changes thereto, ~~to OCD.~~

For the DEI

LJS

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DRAFT - 4 November 1948

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ADMINISTRATIVE INSTRUCTION NO

SUBJECT: Liaison and Contacts

RECISSIONS:

1. In order to differentiate between "operational contacts" and "liaison" for purposes of intelligence procurement or informational exploitation; to clarify authorization; and to prevent duplication and overlapping, the procedures set forth below will govern.
2. Routine, continuing inter-IAC agency contacts on an opposite number, working level basis, when reference is solely to substantive matters and not in the interest of the collection or dissemination of intelligence documents or intelligence information materials, will be administered and controlled by the Assistant Directors or Staff Chiefs for their respective areas through designated Office Liaison Control Officers.
3. The AD/OCD will establish the position of "Coordinator of Liaison" within OCD. The duties of the Coordinator of Liaison will include:
 - a. The development and coordination of all initial liaison between CIA personnel and the personnel of non-IAC agencies.
 - b. The maintenance of current records of authorized CIA-non IAC liaison, including up-to-date records of representation to interdepartmental panels, committees, etc.
 - c. The maintenance of appropriate lists of authorized liaison officers within non-IAC agencies, and of non-IAC personnel accredited to conduct liaison in CIA.

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d. The operation of a central reference service regarding CIA-non IAC liaison, whether internal or external.

e. The application of security safeguards as prescribed.

4. Liaison for the exploitation of non-governmental individuals or establishments believed to be possessed of information of intelligence significance, and for the preparation of reports based thereon, is the exclusive responsibility of the Office of Operations. All matters pertaining to such liaison will be conducted by or referred to OO.

*No
nothing we know*

5. a. Upon receipt of a request for liaison from any person in a non-IAC agency, the Coordinator of Liaison, OCD, will assure that such approach is consonant with approved security control procedures and through the regularly established liaison channel for the agency concerned.

b. When the Coordinator of Liaison, OCD, is satisfied that proper channels and security controls are being observed, an effort will be made to satisfy the request through OCD facilities and procedures, if the request be for a document; or by referring the requester to the appropriate Office Liaison Control Officer if the request be for interview, policy or substantive discussion, conference or the undertaking of a study or project.

c. Contacts by non-accredited non-IAC agency personnel will be referred to the Coordinator of Liaison, OCD, through the designated Liaison Control Officer of the Office concerned for proper coordination with security and operational policies and procedures.

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Liaison Control Officer of the Office concerned for proper coordination with security and operational policies and procedures.

6. Personnel of IAC agencies who are detailed to CIA may conduct such liaison with their respective parent agencies as may be within the scope of their assignments and duties. Their liaison with other IAC agencies will be within the terms of paragraphs 2 and 3.e. above; and with non-IAC agencies as prescribed for non-detailed personnel.

7. a. Nominations by non-IAC agencies of liaison officers to conduct business within CIA will be approved for security clearance by the Executive for I & S after initial determination of the validity of the proposed liaison by the Coordinator of Liaison, OCD, in coordination with the Liaison Control Officer of the Office concerned. Acceptances of such nominations will specify the duration of the liaison of which confirmation is made and the area of activity to which the nominated liaison officer is accredited.

b. The Coordinator of Liaison, OCD, will arrange for the introduction of each liaison officer to persons concerned at the time of the initial visit. Thereafter direct contact will be authorized for the duration of the approved liaison.

8. a. The following offices are exempt from the terms of this Instruction:

- (1) The Office of Special Operations.
- (2) The Office of Policy Coordination.

b. The following offices are exempt from the terms of this Instruction for the purposes indicated, and will control all liaison in such connection:

- (1) Office of the Director for all liaison with the White House and the Executive Office of the President.
- (2) Office of the General Counsel for all liaison with Members or Committees of the Congress.

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(3) Executive for Inspection and Security in connection with security matters.

(4) Executive for Administration and Management in connection with matters of routine or covert administration.

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#1 After this introductory contact with the non-IAC official, CIA persons may discuss information with other agency personnel as authorized by the non-IAC official, provided CIA classified information is not divulged.

#2 When CIA personnel are involved in intelligence conferences in IAC agencies, persons not known to the CIA employee as authorized liaison contacts should be vouched for by the authorized representative of the agency concerned.

#3¹¹ The Offices of Special Operations and Policy Coordination are exempt from the provisions of this directive to the extent determined by them to be essential for the security of their operations. The information and registry services of OCD provided herein may be utilized by these offices to the extent desirable to avoid difficulties in liaison with other agencies.

Concurrence

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OO

OSO

OPC

ORE

OCD

IOS

ICAPS

Gen Council

Adm. Council

A & M

~~CONFIDENTIAL~~

ER-0-9045

15 February 1950

MEMORANDUM TO: Management Officer

SUBJECT: CIA representation on Non-IAC agency commit

REFERENCE: Management's memo of 7 February 1950

1. COAPS has been considering your suggestion on providing policy and procedural guidance for interdepartmental committees and conferences involving representatives of non-IAC agencies. Before long COAPS hopes to review the necessity for CIA representation on all committees, ad hoc and otherwise, within and outside of the IAC agencies.

2. At present we see no need to issue a Policy Statement or Administrative Instruction confirming or changing the present general policy of "need-to-know" and the attendant Administrative Instruction on Operational Liaison.

3. When Economic Intelligence gets better organized, there may be some permanent committees with members from agencies outside the IAC; but at present we think each outside committee and participation of outsiders on CIA committees should be considered on its own merits and the need for CIA participation or outside participation determined on the basis of its value to CIA or conversely on value of CIA's contribution to outside U. S. Government activities.

4. We participate with the interested CIA Office in determining this need and OCD and I&SS play their respective parts.

PRESCOTT CHILDS
Coordination, Operations
and Policy Staff

cc: AD/OCD
AD/OO
AD/ORE
AD/OSI
Chief, I&SS
General Counsel
Executive

~~CONFIDENTIAL~~

FEB 16 1950

CONFIDENTIAL

Chief, Coordination, Operations and Policy Staff

7 February 1950

Management Officer

Committees and Conferences Involving Representatives of Non-IAC
Agencies.

1. Presently, Agency regulations do not provide policy and procedure guidance for interdepartmental committees and conferences involving representatives of non-IAC agencies. The authority for liaison control with non-IAC agencies has been delegated to Liaison Division, OGD, but no specific policy direction has been provided as to the utilization of this authority in the control of interdepartmental committees involving non-IAC agencies. Control over conferences and committees which include IAC representation has been exercised by your Staff.

2. The Management Staff recommends that policy and procedures covering the initiation by CIA and the subsequent activity ensuing from interdepartmental committees and conferences involving representation of non-IAC agencies be considered for issuance as an Administrative Instruction.

3. This recommendation is not applicable to interdepartmental committees established by ISC action.

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MAR/ms

cc: Subject File ✓

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COPY NO. 100

20 March 1947

CENTRAL INTELLIGENCE GROUP

LIAISON CONTACTS OF THE CENTRAL INTELLIGENCE GROUP
WITH THE INTELLIGENCE ADVISORY BOARD

AI 50-51

OPERATIONS MEMORANDUM [REDACTED]

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1. Tab "A", Operations Memorandum [REDACTED] Subject: "Liaison
Contacts of the Central Intelligence Group with the Intelligence Advisory
Board", dated 17 January 1947, is amended as follows:

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In Column 1, under "Office of Collection and Dis-
semination", add: "d. Security Branch".

2. All copies of Tab "A", Operations Memorandum [REDACTED] should
be changed accordingly.

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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED]
SHEFFIELD EDWARDS
Colonel, F.A.
Assistant Executive Director

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